Defense Leadership and Management Program (DLAMP)

LEADERSHIP COURSE POLICY
Approved January 21, 2004

Background: DLAMP participants are required to successfully complete two courses in managerial and executive leadership. In establishing this requirement, DLAMP policy recognizes and builds upon the participants' prior training, education and experience. Leadership courses will be provided by one or more vendors, using existing "off-the-shelf" products.

Objectives: Both DLAMP leadership courses focus directly on the Executive Core Qualifications (ECQs). Each course emphasizes selected key competencies from among the list of 27 that the Office of Personnel Management has identified as supporting the ECQs. The leadership competencies and key results emphasized in the required courses are as follows:

- DLAMP Leadership I (80 hours in residence).
    - Leadership competencies:
        - Accountability
        - Decisiveness
        - External Awareness
        - Integrity/Honesty
        - Oral Communication
        - Partnering
        - Political Savvy
        - Strategic Thinking
        - Vision
    - Key results:
        - Demonstrate and acquire new techniques and approaches for leading change within the Federal government from a systems approach;
        - Construct a map of the political environment addressing the various constituencies involved in any issue or policy;
        - Enhance skills in planning and delivering results-oriented performance;
        - Better understand the interrelationship of the legislative and executive branches;
        - Deal effectively with special interest groups and media;
        - Improve skills for leadership in today's turbulent times;
        - Understand the values that frame an ethical organization; and
        - Obtain current assessment of leadership competencies.

- DLAMP Leadership II (40 hours in residence).
  - Leadership competencies: Fine-tuning leadership competencies of "leading people" and "leading change" within the context of a strong democratic public service:
    - Influencing/negotiating
    - Strategic thinking
    - Political savvy
    - External awareness
  - Key results:
    - Greater appreciation of the philosophical underpinnings of public administration;
    - Consider the emerging role of the public leader in fostering a strong democracy;
    - Appreciation for the importance of Federal service and increased understanding of the diverse talents of Federal executives;
    - Broader understanding of the Constitution, the policy framework in which executives must lead, and the interplay among major stakeholders at the national level;
    - Manage the tensions between long-term policy goals and short-term political pressures;
    - Create an organizational environment that is responsive to change, but also true to its purpose and tradition;
    - Reframe a situation so you can see others' perspectives as well as your own judgments;
    - Develop new ways of thinking about your relationships with the people you manage; and
    - Obtain current assessment of leadership competencies.

Enrollment Priorities:

- Leadership I: Generally, all DLAMP participants will attend Leadership I within the first six months following admission to the program. Subject to availability of class seats, all current participants (Classes 1997 through 2002) are expected to complete this course by the end of Fiscal Year 2005. The following priorities will apply to enrollment of current participants:

  Priority 1 – A participant who has completed the DLAMP advanced degree, PME, and round-out requirements.

  Priority 2 – A participant who, based on an approved IDP, will complete the DLAMP advanced degree, PME, and round-out requirements within the current Fiscal Year.

Priority 3 – All other participants not engaged in other program elements with conflicting timeframes.

Within a priority group, DLAMP Class will determine course enrollment (i.e., Class of 1997 participants will have priority over all others). At the discretion of the DLAMP office, participants may be limited to courses taught in their local geographic area.

- Leadership II. Participants may enroll in Leadership II only after successful completion of all other DLAMP requirements. DLAMP will schedule sufficient classes based on participants' approved IDPs. When necessary, ties will be broken by DLAMP Class (i.e., Class of 1997 participants will have priority over all others) and seats may be allocated by Component to ensure representation.

Course Equivalencies: DLAMP participants who have completed comparable formal coursework may request waivers for one or both leadership courses. Waivers will not be approved based on work experience. The following guidelines will apply to the consideration of waiver requests:

- Competencies and key results must be comparable. The course outline and syllabus will be reviewed to determine the extent to which it emphasizes the same leadership competencies and key results as the required course.
- Length of course must be comparable to the required course.
- The course must have been completed within the last five years.
- Leadership courses must have included a blend of academic and experiential learning.
- The course must have included an assessment of the participant's leadership competencies, with feedback. Participants who have attended a comparable course but did not complete a leadership competency assessment will be expected to complete the DLAMP assessment.

Special consideration will be given to participants who completed DLAMP leadership courses taught by the School for National Security Executive Education, National Defense University. Participants who successfully completed either of the SNSEE leadership courses may receive a waiver for DLAMP Leadership I. Participants who successfully completed both SNSEE leadership courses will review their leadership training and experience with a DLAMP staff advisor to determine whether an additional leadership course focused on the Executive Core Qualifications is recommended/ required.

DLAMP leadership course requirements are in addition to the leadership curriculum taught by the various war colleges as part of senior-level Professional Military Education

(PME). Therefore, completion of PME will not substitute for either course requirement. Other military training programs will be considered on a case-by-case basis against the approval criteria.

Procedures: DLAMP will establish a process for the submission and consideration of waiver requests. The DLAMP Program Manager will make the final determination on all waiver requests.